

Status of DOE/Richland Operations Office Safety Culture



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DNFSB 2011-1 - Safety Culture at the Waste Treatment Plant

Issued Jun 9, 2011 with two findings:

- 1. A Chilled Atmosphere Adverse to Safety Exists.**
- 2. DOE and Contractor Management Suppress Technical Dissent.**



DNFSB 2011-1 - Safety Culture at the Waste Treatment Plant

Three recommendations:

1. Assert federal control at the highest level and direct, track, and validate the specific corrective actions to be taken to establish a strong safety culture within the WTP project consistent with **DOE Policy 420.1** in both the contractor and federal workforces.
2. Conduct an **Extent of Condition Review** to determine whether these safety culture weaknesses are limited to the WTP Project.
3. Conduct a non-adversarial review of Dr. Tamosaitis' removal and his current treatment by both DOE and contractor management and how that is affecting the safety culture at WTP.



DOE Safety Culture Expectations

DOE Policy 420.1, Nuclear Safety Policy

- ◆ “2. Implementing the Department’s Safety Management System Policy including supporting processes for its core functions and guiding principles, and related activities for performing effective line management, establishing and maintaining strong **safety culture**, and performing independent oversight.”



DOE Policy 450.4A, Integrated Safety Management

- ◆ “.....To complement these [ISM] systems and mechanisms, the Department expects all organizations to embrace a **strong safety culture** where safe performance of work and involvement of workers in all aspects of work performance are core values that are deeply, strongly, and consistently held by managers and workers. The Department encourages a questioning attitude by all employees and a work environment that fosters such attitude.”



Safety Culture Focus Areas and Associated Attributes

- ◆ Issued as part of the Integrated Safety Management Guide (DOE G 450.4-1C)
- ◆ Developed in collaboration with EFCOG.
- ◆ Derived from NRC, IAEA and INPO resources.
- ◆ Guide also includes overviews on *IAEA Capability Maturity Model* and *Changing Behaviors and Values*.



Safety Culture Focus Areas and Associated Attributes (DOE G 450.1)

◆ Leadership

- ◆ Demonstrated safety leadership
- ◆ Risk-informed, conservative decision making
- ◆ Management engagement and time in field
- ◆ Staff recruitment, selection, retention, and development
- ◆ Open communication and fostering an environment free from retribution
- ◆ Clear expectations and accountability



Safety Culture Focus Areas and Associated Attributes (cont.)

- ◆ **Employee/Worker Engagement**
 - ◆ Personal commitment to everyone's safety
 - ◆ Teamwork and mutual respect
 - ◆ Participation in work planning and improvement
 - ◆ Mindful of hazards and controls

- ◆ **Organizational Learning**
 - ◆ Credibility, trust and reporting errors and problems
 - ◆ Effective resolution of reported problems
 - ◆ Performance monitoring through multiple means
 - ◆ Use of operational experience
 - ◆ Questioning attitude



What's Next? - DOE

- ◆ **Implementation of DOE's plan as submitted to the DNFSB.**
- ◆ **Deputy Secretary Poneman designated as the Responsible Manager.**
- ◆ **Current emphasis:**
 - ◆ **Development of safety culture/safety conscious work environment training**
 - ◆ **Assessment of safety culture**
 - ◆ **Assessor Training**
 - ◆ **Lines of Inquiry (ISM Guidance for LOIs)**



What's Next? – RL/(ORP)

- ◆ **Safety Culture Survey**
 - ◆ **Procurement of services underway**
 - ◆ **Small business procurement**
 - ◆ **Outside company knowledgeable in this process.**
 - ◆ **Both federal offices and prime contractors will participate.**
 - ◆ **Expected in the spring of this year.**

- ◆ **RL supporting the complex-wide effort.**

